



US Army Corps
of Engineers

Construction Bulletin

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CEMP-C

Subject: Improving Relationships with Installation Directors of Public Works (DPW) and Base Civil Engineers (BCE)

Applicability: DIRECTIVE

1. **PURPOSE.** This Construction Bulletin (CB) provides direction and guidance to Construction Divisions and Area/Resident Engineer offices regarding implementation of the Chief of Engineers initiative to enhance relationships between Corps Districts and the Installations they serve.

2. BACKGROUND.

a. Working closely with the Installation DPW (or, for Air Force customers, the Base Civil Engineer) is a high priority command initiative. This becomes critical with the continued decline in DPW/BCE staffing, a reduced number of major military construction projects and the increase in Corps managed operation and maintenance (O&M) contracts. Our intent is not to assume the DPW/BCE's mission, but to provide the full range of support that Installations require, regardless of the type of work involved.

b. As our work profile changes, so must the services we provide. Some Corps Area and Resident Engineers have already seen an increase in work that would normally be performed by the DPW/BCE, including service contract management. One way to reinforce the partnership between District and DPW/BCE is the co-location of Area/Resident and DPW/BCE offices. Co-location will help foster a One Engineer Team environment, providing each organization more opportunities to meet mission challenges; to provide their partner the most effective support possible; and to optimize benefits of a closer working relationship.

3. DIRECTION.

a. In the spirit of Partnering, any co-location must be mutually determined and formalized through a Partnering Agreement jointly drafted by the District and DPW/BCE. Ideally, the stakeholders would also include Project Management and the District Engineer. I highly encourage each of our District Chiefs of Construction responsible for Military Construction and their Area/Resident Engineers to meet with Installation

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DPW/BCE's and discuss the possibility of co-locating the USACE field office. The final determination should consider what significant cost and management issues *co-location of offices* will entail. Some of the issues that should be addressed are:

- Is co-locating the two offices and staff or just physically moving a portion of the Area/Resident office staff to the DPW/BCE location appropriate?
- Would connecting the two physically separated offices via the same Local Area Network be an acceptable alternate?
- Would other District elements be involved (Engineering, Project Management, etc.) in the co-located offices?
- What are potential costs and funding sources for each organization?
- What is the projected program support requirement for the future?

b. The exact nature/extent of co-location will depend largely on the individual benefits and availability of resources. Regardless of the specific factors at each Installation the thrust of the Chief's initiative is to develop a very close and positive working relationship with Installations. This includes maintaining open communications, seeking and responding to customer feedback, routine participation in DPW/BCE staff meetings, actively seeking customer requirements and in full coordination with Project Management - acting, in a sense, as a "PM forward." If the DPW/BCE and Installation/Garrison Commander don't know you by name, and understand USACE capabilities available to support Installation programs, you may not be providing the value added expected.

4. I encourage you to provide CEMP-C feedback on the results and actions planned by your respective offices, lessons learned, and/or good news stories resulting from your efforts to implement the above guidance.

5. This CB was coordinated with Programs Management Division (CEMP-M). POC for this Construction Bulletin in CEMP-CM is Mr. Jim Lovo at (202) 761-4804.


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